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Approved For Release 2005/06/09 : CIA-RDP83M00171R000300270057-4

IC 74-2050

17 September 1974

*- imitation to
- consumer
attitude*

MEMORANDUM FOR: C/PRD

SUBJECT: PRD = Product Review

REFERENCE: Your Request for a Talking Paper for

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1. I believe the main business of the Product Review Division should be the review of finished intelligence production. I do not think we have been attending to that business properly and systematically except for the post mortems on the Middle East and the Indian nuclear test.

2. I recognize that many subjects of Community-wide concern almost by definition do not fit into neat compartments within the Staff but rather suit individual talents, e.g., the training and voice conferencing projects. Some tasks, because of short deadlines, have to be assigned arbitrarily--e.g., to whichever division can spare the manpower. Some tasks which might easily fall under the general rubric of product review are assigned by higher authority to elements outside the Staff--e.g., in the case of the NID review. And some PRD initiated attempts at product review have not made much impact because their purpose was not clear to anyone outside PRD. It is this last circumstance which can and should be changed.

3. My suggestion is to tie product review to the KIQs beginning with those for FY 1975. In the course of the performance period, PRD might compile a series of work sheets summarizing the specific information gains provided by items of finished intelligence toward each specific KIQ. Serial and non-serial production would be monitored. A formal status report (The Intelligence Community Product Review?) might be issued on a quarterly or perhaps monthly basis. Advance drafts might be provided to the NIOs for comment. Perhaps initially the dissemination of the finished reports might be limited to the NIOs.

4. Further, in the course of compiling such reports PRD might want to investigate problems that seemed to be developing. Let us say that X report from Y agency or office seemed to fall noticeably short of the mark in contributing an information gain expected by either the NIO or the consumers. It might turn out after further spadework that the problem in this case arose from an unanticipated collection problem (e.g., the unwillingness of the collectors to cooperate--I have an example of this in mind) or from some other circumstance not readily apparent. It just might happen that the NIOs could fix the problem if they were informed in time.

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5. Moreover, I suspect that some of the NIOs might want to shift part of the responsibility of sampling consumer reaction to someone else. I am not referring to ad hoc requests from a consumer to the NIO, in which third party intervention would be at best superfluous, but to normally scheduled production, i.e., in response to KIQs. The NIO spends a certain capital every time he tells a producer that the product is unsatisfactory, and risks noncooperation over time. But if the PRD has more or less independently determined the consumer's view, much of the NIOs capital can be preserved.

6. I am sure some NIOs may resist the more active product review function I advocate for PRD; some producers and collectors as well. But we are learning from the FY 1974 KIQ performance reporting that the NIOs simply do not have the time to tabulate specific information gains from specific serial and non-serial products. Yet unless this is done by someone, the collectors and producers of the untabulated products probably will not be given a fair shake when the KIQ lessons are drawn, and perhaps the KIQs themselves will become much less meaningful than the DCI clearly intends.

7. These are preliminary ideas. I have discussed them with only one or two others in the Staff, and I cannot claim that anyone has seconded the motion. I would appreciate comments from the Division and Staff. Depending on your reaction, and that of the others at , I suggest we then ought to sound out the NIOs.

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TRANSMITTAL SLIP		DATE 18 September 1974
TO: 		
ROOM NO. 		
REMARKS: <p><i>Rich,</i> <i>I like this idea —</i> <i>particularly the basic</i> <i>concept that PRO should</i> <i>concentrate primarily and</i> <i>systematically on its primary</i> <i>function. 144.</i></p>		
FROM: 		
ROOM NO.		EXTENSION
FORM NO. 241 1 FEB 55		REPLACES FORM 38-8 WHICH MAY BE USED. (47)